

Emergency Management in Transit

MDT Fall Workshop
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Workshop Housekeeping

- Safety
- Restrooms
- Cell phones
- Lunch and breaks
 - 10:30 PM Break
 - 12:00 Noon Lunch
 - 3:00 PM Break
- Work-groups
- Questions



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Overview

1. EMGT as a framework
 - Preparedness
 - Response
 - Recovery
 - Mitigation
2. EMGT partnerships and collaboration
3. Business continuity
4. Crisis management



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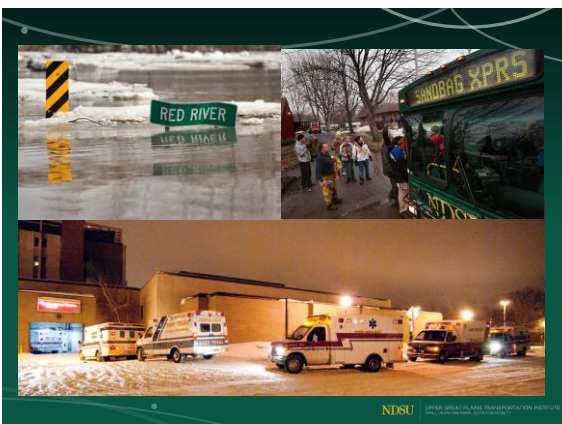


What is a EMGT event in transit?

- An adverse event that causes a disruption in our normal operations
 - Naturally occurring events
 - Man-made events
 - Employee/staff situations
 - Asset specific events

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What is a EMGT event in Transit?

| | |
|----------------------|---------------------------|
| Flooding | Bomb threats |
| Winter storm | Active shooter/sniper |
| Hurricane | Hostage situation |
| Tornado | Vandalism |
| Wildfire | Technology hacking |
| Drought | Terrorism |
| Health crisis | Economic crisis |
| Foodborne | Traffic accidents |
| Bodily fluids | Boycotts and protests |
| Pandemic | Civil Unrest |

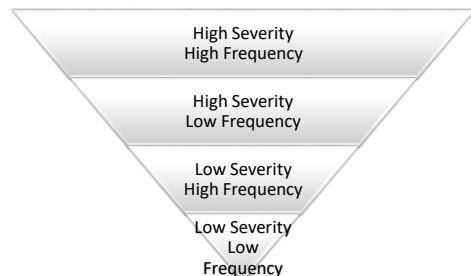
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What is a EMGT event in Transit?

| | |
|----------------------------|------------------------------|
| Workplace injuries | Fuel/chemical spills |
| Negligent hiring | Service/route changes |
| Employee misconduct | Contracts and agreements |
| Workplace violence | Power/utility failures |
| Drug/alcohol abuse | Vendor disruptions |
| Internal theft | Procurement issues |
| Board crisis | Equipment failure |
| Strikes/workplace protests | Bus/building fire |
| Staffing crisis | Structural failure |

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Prioritizing Our Risk



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[illegible]

Prioritizing Our Risk

4. Probability (low, medium, high)
5. Impacts
 1. People
 2. Property
 3. Operations
 4. Environment
 5. Entity
6. Overall hazard rating (prioritize)

[illegible][illegible]

Activity

Conduct a risk assessment on an **agency's fueling operations** by examining:

- Hazards
- Location/Timing/Magnitude
- Probability/Frequency
- Impacts
 - People
 - Property
 - Operations
 - Environment

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Four Phases



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EMGT - Transit

- Protect related people and property
- Provide service to riders and clients
- Provide critical infrastructure to the community
- Assist in emergency operations...

SHELTER and EVACUATION!

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Preparedness

Preparedness within the field of emergency management can best be defined as a state of readiness to respond to a disaster, crisis or any other type of emergency situation.

Federal Emergency Management Agency

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Preparedness

Emergency plans frequently fail to take into account both the capabilities and limitations of transit resources.

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Preparedness

Facilities and Infrastructure

- Buildings/garages/offices
- Fuel stations
- Maintenance yard/parking lots
- Meeting facilities
- Shelters

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Preparedness

Maintain a complete fleet inventory; update it annually as part of your safety plan. Share list with Emergency Manager

- Number of vehicles
- Class or style
- Capacity including mobility devices
- Fuel type
- Vehicle specs that would be helpful

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Preparedness

People

- How many drivers?
- License classification
- Vehicle familiarity
- Availability
- Administration/management
- Call order
- Other skills



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Preparedness

In emergency situations, transit must plan for a shortage of drivers and staff.

The EOP should consider options:

- Drivers/staff from other transit systems
- Staff from other departments, agencies or military
- Equipment orientation may also be required

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Preparedness

Contracted vs. In-house staff

If your services are provided by a third party, language must be inserted in the contract that clearly states the responsibility of contractor and their staff in responding to an emergency.

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Preparedness

NIMS

NIMS represents a core set of doctrines, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management.

NIMS is not an operational incident, management or resource allocation plan.

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Preparedness

FEMA – Federal Emergency Management Agency

NIMS – National Incident Management System

ICS – Incident Command System

- All Staff – IS 700 and ICS 100
- Supervisors – IS 800 and ICS 200

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<https://training.fema.gov/nims/>



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Preparedness

Community preparedness resources for riders and transit employees

- Ready.gov
 - Be informed
 - Make a plan
 - Build a kit
- Citizen Corps
 - CERT – Community Emergency Response Team

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Preparedness

Nothing replaces training in preparing your staff for managing emergencies and reacting to events

- Personal and family plans
- Classroom discussions with other players
- Hands-on event trainings with other agencies

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Activity / Power Outage Scenario



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You supervise a large office environment. It is a hot, rainy Friday morning. The current time is 11:30 AM. Suddenly, the lights go out and all of the computers, printers, and copiers turn off. For a few seconds, there is silence before the chatter begins to pick up. One of your emergency lights comes on, but the rest are not working. While many of the offices have windows to provide minimal light, the majority of the hallways and interior rooms are left in the dark.

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Response

Actions taken to save lives and prevent further property damage in an emergency situation.

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Response

The Incident Command System (ICS) is a standardized, on-scene, all-hazards incident management approach that:

- Allows for the integration of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.
- Enables a coordinated response among various jurisdictions and functional agencies, both public and private.

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Response

Emergency Operation Center (EOC)

This is where the main decision makers should be located and is the nerve center for managing the event.

A transit representative here can be a valuable asset to the problem.

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Response

Departmental Emergency Operations Center (DEOC)

Subset of Emergency Operations Center and may have just transportation assets such as school, transit, public works equipment and personnel

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Response

A suitable location near the event location that compliments both transit transportation and incident objectives:

- School or University
- Armory
- Civic Center
- Events Center
- Stadium

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Response

Things to look for in a suitable location:

- Enough Room – equipment and people
- Access to fuel and oil
- Safety – may be dependent on type of event
- Water/restrooms
- Power

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Response

One of the biggest problems to overcome is how to communicate between assets and relay information.

Inter-operable communication systems are vital to command and control.

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Response

For many, transit is their only means of transportation and service may be required to continue regardless of circumstances.

- What level of regular service will continue?
- What portion should be shut down first?
- Does the emergency manager know how many of your assets are available?

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Response

Dispatching systems may be affected by the event.

- Equipment may be damaged
- Power may be out
- Back ups not available – physical or electronic
- Remote location must be found

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Response

- Who needs assistance and what level of help?

Many communities have developed maps with locations of care facilities or locations of people with access needs.

They may also note the level of assistance required – higher level may require ambulance rather than transit.

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Response

- How long until you can respond?

It is essential that the Emergency Manager knows how long it will take until your assistance can be utilized.

- Up-to-date call tree/list
- Supervisor authority to call up personnel
- Vehicles available for use
- In-system clients

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Response

Many clients may not be willing to evacuate without their pets.

- What type of pets?
- How will they be transported?
- Where are they taken?
- Will there be dedicated vehicles for pets?

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Case Study

"How Transit Is Used During an Emergency"



Red River Flood of 2009 – Fargo, ND

Metro Area Transit (MATBus)

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Case Study

- Red River of the North
 - Flood stage at Fargo, ND – 17'
 - Winter with heavy snowfall, blizzards
 - Heavy rain during spring thaw
 - River flows north – ice jams
 - Fargo, ND protected to 38'
 - March 28, 2009 level – 40.82'



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Case Study

- Transit general preparations
 - Updated vehicle capacity and inventory
 - Essential contacts list
 - Published "storm tips"
 - Pre-determined storm routes
 - Rider alerts
 - Special phone messages at Dispatch
 - Emergency procedures reviewed w/staff

Case Study

- Transit administration preparations
 - Planning started 2-3 weeks prior
 - Meetings included all management staff
 - Flood areas were identified by Engineering
 - Plans developed to limit fixed route and paratransit routes
 - City maps distributed to transit staff
 - Part of Emergency Response Team and Emergency Operations Center

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Case Study

- Metro Transit Garage used for:
 - Thawing and storing sandbags
 - Staging of semi's of sandbags
 - Staging of National Guard and Police
 - Showers and locker rooms
 - Mechanic support
 - 4 paratransit buses staged for emergency evacuation

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Case Study

- Metro Area Transit
 - 24/7 transportation between Dome and Sandbag Central
 - Shuttle to sandbag locations in neighborhoods
 - Transit staff managed remote volunteer centers at churches



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Case Study

- Transit collaborations
 - Charter and school bus companies
 - First Transit – supplied extra drivers and staff from Minneapolis, MN
 - F-M Ambulance
 - City of Moorhead Transit



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Case Study

- MATBus Paratransit helped with the evacuation of nursing homes and local hospitals



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Case Study

- Some lessons learned...
 - Have an ample communications plan
 - Equipment
 - Preprogrammed frequencies
 - Interoperability
 - Maps and road closures
 - Changing dike locations
 - Bus route detours
 - Communication to drivers



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Case Study

- Some lessons learned...
 - Site management at remote locations
 - Determine path for buses (pick-up/load)
 - Have phone and radio available
 - Restrooms
 - Food and water on buses



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Case Study

- Some lessons learned...
 - Evacuation of nursing homes
 - Staging buses in advance
 - Healthcare professional in attendance
 - Map to destination/contact/phone #
 - Driver fatigue
 - Wheelchair tie downs
 - Luggage and medicines



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Case Study

- Vehicle choice
 - School buses higher clearance better for entering flooded areas
 - Transit buses better for loading elderly
 - Vans used to pick up stragglers
 - Vans good for on-call pick-ups
 - Keep equipment circulating
 - Fueling locations
 - Maintenance issues



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Fargo-Moorhead 2009 Flood Stats

- MAT transit miles driven 17,265
- Flood related passengers 40,000
- Sandbags filled 6 million
- Temporary dikes 65 miles



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Recovery

Actions taken to return to a normal or an even safer situation following an emergency. Recovery includes getting financial assistance to help pay for the repairs.

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Recovery

Our Disaster Recovery Plan Goes Something Like This...



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Recovery

- Who makes the call on re-starting service?
- How do you communicate this to the public?
- How far do you go?

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Recovery

Things to consider when re-entry is underway:

- Are people with functional problems in a safe environment?

| | |
|-----------|--------|
| Power | Sewer |
| Structure | Water |
| Vandalism | Health |

- Are your drivers trained to make the judgment call?

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Recovery

Tracking Clients

- Some form of tracking of residents that have been reintroduced showing time and location.
- How many vehicles will be needed?

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Recovery

- What is the demand projection post-event?
- Where are the destinations of need?
- What other resources are available post-event?
- Rules and regulations regarding Paratransit?

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Recovery

You need to take action before, during and after events to make sure you are eligible for reimbursement.

- NIMS verified
- Accurate records
- Memorandums of Understanding in force

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Mitigation

Activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation activities take place **before**, **during** and **after** emergencies.

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Mitigation

- Risk and Hazard Assessment
- What can we do to minimize the impact of future events?
 - Design to eliminate the problem
 - Design to control the problem
- After action...what did we learn?

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Mitigation

- "Day-to-day" mitigation in transit
 - Vehicle maintenance schedules
 - Passenger education (safety practices)
 - Onboard policies
 - Onboard emergency supplies
 - Traffic violations procedures

State of Texas DOT

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Mitigation

For example...

Houston METRO's emergency plan specifies that a police vehicle accompany any METRO vehicle that travels to an evacuation site or other disaster area.



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Partnerships

- When it comes to an emergency, who are the players?
 - County Emergency Manager
 - First Responders
 - Police/Sheriff/Constable
 - Fire/DNR/USFS
 - EMS
 - Health Department
 - Public Works

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Partnerships

- When it comes to an emergency, who are the players?
 - Local elected officials
 - Township
 - City
 - County
 - State government
 - Federal government (FEMA)

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Partnerships

- When it comes to an emergency, who are the players?
 - Local businesses
 - Not-for-profits
 - Salvation Army
 - Red Cross
 - Animal shelters
 - Churches

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Partnerships

- When it comes to an emergency, who are the players?
 - National Guard
 - Local military installations
 - Amateur radio (hams)
 - Volunteer services

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Partnerships

- When it comes to an emergency, who are the players?



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Partnerships

- When it comes to a **transit** emergency, who are the players?
 - Transit agency administration and staff
 - Office
 - Dispatch
 - Maintenance / mechanics
 - Drivers
 - Transit governing board

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Partnerships

- When it comes to a **transit** emergency, who are the players?
 - Vendors
 - Fuel
 - Local utilities
 - Water/sewer
 - Electric
 - Gas
 - Cable/internet

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Partnerships

- When it comes to a **transit** emergency, who are the players?
 - Other transit agencies
 - School bus companies
 - Commuter service (bus, rail)
 - Private operators
 - Limo/car rental
 - Taxi/Uber/Lyft
 - Universities/colleges

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How does transit get a place at the table?



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Collaboration

- Know your:
 - Fire Chief
 - Police Chief
 - County Sheriff
 - EMS leaders
- These are the leaders that will ensure your place at the table



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Collaboration

- Make certain your first responders know about your agency
 - Facility floor plans
 - Hazardous materials
 - Standpipes/firefighting equipment
 - AED/PPE/safety equipment
 - Preparedness plans

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Collaboration

Facilities and Infrastructure

- Buildings/garages/offices
- Maintenance yard/parking lots
- Fuel stations
- Meeting facilities
- Shelters



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Collaboration

People

- Administration/management
- How many drivers?
- License classification
- Vehicle familiarity
- Availability
- Call order



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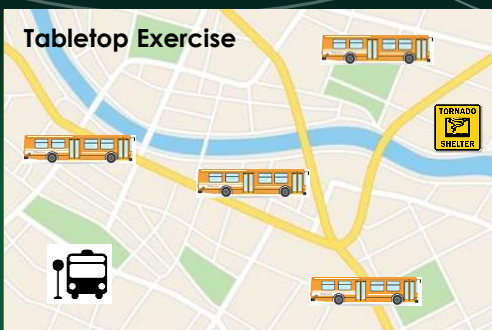
Emergency plans frequently fail to take into account both the capabilities and limitations of transit resources



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Tabletop Exercise



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MOU

Memorandum of Understanding is a written agreement between 2 or more jurisdictions defining roles, responsibilities and reimbursement relating to emergency response and recovery

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MOU

- You may be a part of someone's local emergency plans, and not know it
 - City/county/state
 - Large businesses
 - Schools/colleges/trade schools
 - Nursing homes
 - Hospitals

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Community Involvement

LEPC – Local Emergency Planning Committee:

- Meets frequently
- Most planning decisions made at this level
- Includes emergency responders and asset holders – school, planners, fire, police

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Community Involvement

- Build upon the relationships that your transit agency already has in your community or service area
 - Contracts
 - Service agreements
 - Vendors
 - Community stakeholders

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Community Involvement

- What "new" relationships can you develop?
 - Private providers
 - Business community
 - Schools
 - Special needs populations
 - Local non-profits

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Community Involvement

Community preparedness resources for riders (and transit employees)

- Ready.gov
 - Be informed
 - Make a plan
 - Build a kit
- Citizen Corps
 - CERT – Community Emergency Response Team



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Business Continuity

- To continue operations if/when adverse conditions occur that significantly disrupt an agency's ability to function
 - People
 - Infrastructure
 - Assets
 - Records

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Business Continuity

- People
 - Riders and clients
 - Transit staff
 - Non-riders
 - Board members
 - Vendors
 - State / federal partners
 - MOU partners

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Business Continuity

- Infrastructure
 - Garage
 - Shelters
 - Hubs and transfer points
 - Offices
 - Fuel stations
 - Wash bays
 - Power generation

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Business Continuity

- Assets
 - Buses / vehicles
 - ITS equipment
 - Radio / dispatch equipment
 - Office equipment
 - Computers
 - Phones
 - Copy machine/FAX

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Business Continuity

- Records
 - On-site / off-site
 - Physical (paper, hard copies)
 - Computer / digital
 - In the cloud
 - Back up
 - Shared computer drives
 - Third party vendors

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Business Continuity

Service continuity:

How will you advise your clients what services are still available or vital information?

| | |
|-------------|-----------------|
| Radio | Television |
| E-mail | Social networks |
| Direct call | Print |
| Reverse 911 | Website/blog |

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Business Continuity

"Ten Pillars of Business Continuity"



Laurence Barton
crisis leadership now

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Business Continuity

1. Respond to customers/victims personally and rapidly. You can never over-communicate with those who have been injured or impacted by a serious incident

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Business Continuity

2. Inform your employees, contractors and vendors what is expected of them. Tell them via 24/7 messaging on your voicemail and web platforms what you expect of them and when you expect them to return to work.

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Business Continuity

3. Launch your off-site IT recovery before system failures force you to do so. Back up critical data. Launch your Emergency Operations Center and prepare to evacuate key personnel to an alternative, off-site location, if appropriate.

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Business Continuity

4. Authorize your finance department to continue salary and benefits throughout the disaster as approved by senior management. Consider union issues as appropriate. Make any other purchase authorizations necessary to accelerate business resumption. Contact your insurers.

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Business Continuity

5. Ensure that contradictions to policies and rumors are kept to a minimum. Appoint one spokesman who will articulate when you will resume operations. Remind all personnel that no one should speak to the news media except authorized spokespeople.

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Business Continuity

6. Engage a qualified psychological counselor or Employee Assistance Program (EAP) to offer on-site groups and individual counseling to those impacted.

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Business Continuity

7. Offer updates to key organizational leaders and regulators three times a day about progress made, pending issues, and timetables for next milestones. Be honest, realistic, and confident in the accuracy of your assessment.

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Business Continuity

8. Validate that your vendors and key suppliers will deliver what they have promised to accelerate your timely recovery. Be emphatic with critical third parties who will violate service contracts that you expect them to comply with actual needs.

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Business Continuity

9. Conduct scenario testing before you declare the crisis over and you "resume" business. Implement a multi-tiered return to normalcy to avoid a "big-bang" that could fail. (i.e.: soft opening vs. Grand Opening)

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Business Continuity

10. Conduct a post-crisis assessment of recovery, success, system failures, and opportunities to improve. Be specific about accountabilities and reward the heroes who exceed your expectations.

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Casualties of a crisis

Property damage
Injury
Loss of life



Transit agency REPUTATION

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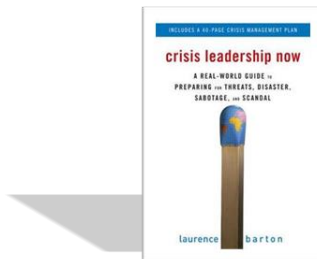
Communication

- ✓ Increase communication, don't decrease
- ✓ Communicate in regular intervals
- ✓ Communicate clearly and concisely
- ✓ Provide facts, not opinions
- ✓ Provide the appropriate information to the appropriate people
- ✓ Use multiple tools for communicating
- ✓ Provide opportunities for feedback

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Working with the media



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Working with the media

We will answer questions honestly and in a timely manner.

We will minimize the use of technical terms and industry jargon.

We will emphasize that we are cooperating with first responders and investigators and we will avoid speculation as to the cause of the emergency until government investigations are completed.

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Working with the media

We will acknowledge every question, but we also will recognize that we do not have to answer any question that requires speculation on the part of the company.

We will avoid the phrase "no comment" and ask for the public's patience as we attempt to assess the complexity of our situation.

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Working with the media

We will provide our customers with realistic estimates as to what happened, but we will avoid speculative comments why and how the crisis occurred until a complete investigation is performed.



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Activity / Mock Press Conference



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Crisis Management Plan Components

- Facility, vehicle maintenance, TAM plans
- Strategic plan
- Public participation plan
- Marketing plan
- Manpower plan
- Financial plan
- Business continuity plan
- Performance measurement plan



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Resources

- *crisis leadership now* by Laurence Barton (includes a 40 page Crisis Management Plan) www.larrybarton.com
- www.ready.gov/business
- www.ugpti.org/surcom/training
- FTA www.transit.dot.gov Critical Incident Management Guidelines
- CTAA Pandemic Response www.ctaa.org/covid-19-resources/

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EMGT Workshop Wrap Up



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Thank you!

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